

May 12, 1980

Rockefeller Public Service Awards  
Woodrow Wilson School of Public  
and International Affairs  
Princeton University  
Princeton, New Jersey 08544

Dear Ladies and Gentlemen:

It is my pleasure to nominate Frank C. Carlucci for a 1980 Rockefeller Public Service Award. I base this nomination on Frank's sustained outstanding public service accomplishments in both the domestic and international arenas of our Federal government. I call to your attention the fact that the Honorable Caspar W. Weinberger nominated Frank for a Rockefeller Public Service Award in 1974.

Frank Carlucci has served in six senior Federal policy positions in three Administrations for the last ten years. Since 1971 he has served as the Director of the Office of Economic Opportunity, Associate Director and then Deputy Director of the Office of Management and Budget, Under Secretary of the Department of Health, Education, and Welfare, United States Ambassador to Portugal, and presently as the Deputy Director of Central Intelligence. I respectfully suggest to you that Frank Carlucci is unique in senior Federal service today by virtue of the significance of his achievements.

By way of background, Frank was born in Scranton, Pennsylvania. He graduated from Princeton University in 1952, served as a Lieutenant (Junior Grade) in the Navy from 1952 to 1954, attended Harvard Graduate School of Business Administration from 1954 to 1955, and spent the next year working for the Jantzen Company in Portland, Oregon.

Frank joined the Foreign Service in 1956. He spent the period 1957 to 1959 in Johannesburg, South Africa, as the Vice Consul and Economic Officer. He followed this with four years in Kinshasa, Congo, as the Second Secretary, Political Officer, and for two years as the Officer in Charge, Congolese Political Affairs. He spent 1964 and 1965 in Zanzibar as our Consul General, and four years, through 1969, as the Counselor for Political Affairs, Rio de Janeiro, Brazil. Returning home, Frank was asked to serve as the Assistant Director for Operations, Office of Economic Opportunity and did so until January 1971, at which time he was appointed Director of the Office of Economic Opportunity. His service since then is as I have already stated.

It is the breadth and consistency of Frank Carlucci's senior Federal service that warrants your special recognition. It is his demonstrated ability to perform and to excel in such a broad diversity of critical policy-level assignments--in foreign affairs, in domestic affairs, and now in intelligence.

Frank Carlucci has demonstrated resourcefulness and courage:

In 1960, for instance, he was appointed Second Secretary and  
x Political Officer in the Congo just as that emerging Nation had won its independence from Belgium. It was a time of bloody political upheaval and peril. During the tumultuous period, he was usually the first to learn when an American citizen there faced danger and invariably the first to volunteer for their rescue. For this, he once almost paid with his life, holding off an enraged mob while an American couple and their driver escaped. His uncanny rapport with certain Congolese officials enabled him to send back timely

and incisive reports on political events there. This won him a Superior Service Award of the Department of State, for his courage, resourcefulness and effectiveness.

In July 1972, while serving as the Deputy Director of the Office of Management and Budget, Frank was directed by the President to chair a working group to develop the Hurricane Agnes Flood disaster legislation. In August 1972, the President appointed him as his personal representative to coordinate Federal flood recovery activities when it became clear that the individual agencies could not deal with the crisis on a piecemeal basis without the expert coordination and direction he provided.

He took direct command of 24 Federal agencies to expedite nearly \$2 billion in Federal aid to victims of the Nation's worst-natural disaster. It is important to note that he established and for months operated out of a field trailer in Wilkes-Barre, Pennsylvania, at a time of increasing bitterness by flood-stricken residents over what they considered to be the general ineffectiveness and lack of coordination of the government effort.

By the time his assignment came to an end, he was praised in newspaper editorials in Pennsylvania and around the nation. Two area colleges awarded him honorary degrees for his achievement. A few statistics indicate the size of the recovery effort he

directed and of the achievements realized:

--More than 20,000 families were provided temporary housing,

--More than 23,000 persons received disaster unemployment assistance payments,

--Nearly 14,000 persons were provided temporary government jobs,

--All hospitals and public and private schools in the affected area were reopened, and

--More than 2,500 government contracts were awarded for recovery work.

Subsequent to his flood relief activities, he co-chaired a task force which developed new disaster legislation to modernize the Federal disaster assistance program.

The second special mission the White House gave Frank during this period was with Counsel to the President Leonard Garment, to negotiate an agreement with militant Indian groups for an orderly and peaceful evacuation of the Bureau of Indian Affairs building which they had occupied in Washington, D.C. Frank and Leonard Garment stepped into an explosive and violence-prone situation and succeeded in negotiating a bloodless evacuation. This was achieved without compromising either the Federal government's basic policy or its legal responsibilities to prosecute criminal actions. For this sensitive task, Frank was commended by both the White House and militant Indian leaders. Twice since, he has testified before committees of Congress, at their initiative, on how to deal with militant occupations by Indians. His testimony has also been sought by committees dealing with broader Indian problems.

Frank Carlucci has demonstrated wisdom and vision in public policy:

When Frank became Assistant Director for Operations at the Office of Economic Opportunity in the summer of 1969, he assumed responsibility for all Federal funds flowing to some 1,000 Community Action Agencies. Many of these Agencies, especially those in urban centers, had developed a confrontational set of tactics in dealing with local and state governments. Confrontational incidents were occurring at a rate and with sufficient publicity so that the Congress, primarily the House of Representatives, began searching for a legislative solution to the problem. The most drastic alternative proposed was that of not extending the Economic Opportunity Act. Such an action would not only have stopped the Community Action Agencies, but would have endangered many other worthwhile programs, e.g., Job Corps, Headstart, Upward Bound, Legal Services, and Neighborhood Health Centers.

Under Frank's steady, careful direction, the Office of Economic Opportunity undertook first an internal dialogue and then a dialogue with state and local agencies to examine afresh the goals and objectives of Community Action. Neither the internal nor the external dialogues were accomplished without a high degree of emotion and protestation. Once the public dialogues were launched and new policies began to emerge, increasing support emerged throughout the Community Action Agency Boards and Executive Directors for a moderation in the confrontational style of "taking-on" city hall. All involved became increasingly aware that the longer-term interest of the low-income populations would be better served, in most cases, by a cooperative, constructive relationship between city hall and the Community Action

Agency. This broad awareness was instrumental in passage of the Economic Opportunity Act in late 1969. Frank was able to communicate with Community Action Agency leadership in an open and effective way at a time when most Federal officials were suspect as to their intent. Following this difficult period, he continued to work diligently to build still better cooperative relationships between state and local government and the Community Action Agencies.

In January, 1975, Frank Carlucci was assigned to Lisbon as our U.S. Ambassador. This was a time when it appeared that the Portuguese ~~xx~~ revolution of the previous April would be captured by the Communists and the extreme left. Frank brought to this assignment great personal assets; a knowledge of the language, an appreciation of the distinction between the idealistic rhetoric of the leftist military who joined the revolution and the doctrinaire approach of the Communists, and a quick understanding of both the strength of Portugal's economic and geographic ties with the West and the conservative and religious nature of the Portuguese people.

Despite growing alarm in Washington and strong pressures for forceful intervention against the Communists, Frank took the position that the U.S. must align itself with the political, economic, and social reforms that were fundamental to the revolution. He concurrently insisted that the U.S. must bring to the fore the moderate elements which shared those goals but were neither tainted by association with the old regime nor attracted to Communist objectives. He developed a dialogue with the

changes of government, gave strong support to the Socialists whom he saw as the vital center between the radical left and the discredited right and, recognizing the risks of too high a U.S.

profile, enlisted the support of Western Europe's governments and democratic parties.

In no small part due to Frank's sustained and knowledgeable efforts, Portugal successfully traversed the dangerous ground leading up to the elections for a constituent assembly in April, 1975. The moderate parties in that election succeeded in winning some 60 percent of the vote. This was the single most significant turning point in the chaotic period that followed the Portuguese revolution--and in U.S. policy toward it. At Frank's urging, the U.S. then turned to helping the Socialist government that took over later that year in coping with the critical problems Portugal was facing--such as the influx of refugees from Angola. An emergency loan of \$500 million which Frank urged be granted was an initial and a critical step toward eventual restoration of a measure of economic stability. With the revolution behind it and initial economic stability achieved, Portugal reaffirmed its membership in NATO and, by applying for Common Market membership, its intention to find its place in Western Europe, rather than the Soviet orbit. Frank Carlucci played no small part in this significant diplomatic achievement.

Frank Carlucci has demonstrated a concern for the well-being and fair treatment of minorities and others who are disadvantaged:

While he was Under Secretary of HEW, there was a series of nursing home

fires in which many elderly residents perished. Failing to get a prompt, coordinated response through normal channels of command in HEW, Frank created a special group within his office to direct HEW's effort in working with the states to improve nursing home safety.

Major efforts were launched through the Medicaid funding mechanism and through the Public Health Service targeting on those states which retained inadequate standards and monitoring capabilities. As a result of Frank's initiative, the degree of safety for elderly residents is vastly improved today and the incident of tragic fires has become infrequent.

On two occasions in his Federal career, Frank has entered agencies with somewhat laggard equal employment opportunity programs. Both at OMB and now at CIA, he has pursued a more aggressive agenda and challenged both line supervisors and agency recruiters to take more positive steps in attracting, training, and promoting women and minorities.

Frank Carlucci has demonstrated integrity:

Along with Stansfield Turner, Director of Central Intelligence, Frank was next asked to step into the breach of a major governmental crisis. ~~xxx~~ By 1978 the Congress, a large segment of the American public, and many cooperative foreign intelligence services had lost faith in the Central Intelligence Agency. The reasons for this loss of faith were many and different but the effect was the same--a crisis of confidence. On one hand the Congress was almost unanimously questioning both the legality of CIA activities and the integrity of individual CIA employees. Large sectors of the American public were questioning the place of and the



need for a secret intelligence organization in a free and democratic society. Cooperating foreign intelligence services and other independently developed foreign sources were becoming extremely reluctant to continue to provide CIA with information because of our (U.S. Government) inability to protect legitimate secrets. In addition, many CIA employees were beginning to question and doubt values that had previously been accepted and respected by the American people.

Looked at from these perspectives, a major governmental crisis existed-- certainly the most serious experienced in U.S. intelligence history. In concert with Stan Turner, Frank Carlucci attacked this crisis with vigor. A series of tight internal controls were established to ensure that all CIA activities were reviewed for legality, and to provide a dissent channel for any CIA employee who questioned the legality of any CIA intelligence activity. The Inspector General function in CIA was reinvigorated. The results of these initiatives were encouraging-- almost no negative reports resulted from the control systems.

With these positive and encouraging results in hand, and with the controls still in force, Frank began the necessary process of rebuilding the CIA's faith in itself. This was a slow and arduous process. Firm, long-held beliefs that are subsequently shaken are neither easily nor quickly restored. At the same time that he was rebuilding CIA's faith and confidence in itself, Frank took every opportunity to reestablish congressional confidence in CIA. By this time additional CIA oversight committees had been created in the Congress and he encouraged their continued in-depth review of Agency activities. He testified repeatedly

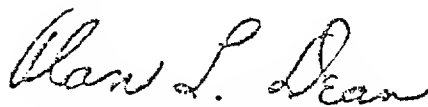
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about the value, the worth, and the essentiality of CIA efforts. Here his established record of forthrightness and reason as a witness before the committees of Congress was of immense aid to the troubled intelligence agency.

The true measure of Frank's effectiveness with the Congress and with the American people was the Congress's willingness in 1980 to consider two legislative proposals, one that would exempt certain of CIA's intelligence files from release under the Freedom of Information Act and a second that would drastically reduce Congressional oversight of Presidentially-approved covert action initiatives. Given the institutional distrust and lack of confidence in CIA that existed in the Congress and with the American public in early 1978, this Congressional willingness in 1980 to lengthen its leash on CIA is significant. In a larger context it unequivocally signifies an end to the crisis of confidence in U.S. intelligence and marks a return to more rational debate.

I hope you will agree with me that Frank Carlucci is worthy of your recognition for the outstanding public service that he has rendered and will continue to render to our country.

Yours truly,



Alan L. Dean  
Chairman, Board of Trustees  
National Academy of  
Public Administration

Enclosure  
List of references

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REFERENCES

The Honorable Donald H. Rumsfeld  
President and Chief Executive Officer  
G. D. Searle and Company  
P. O. Box 1745  
Skokie, Illinois 60076

Mr. Philip C. Habib  
Former Under Secretary of State for  
Political Affairs  
1606 Cortland Road  
Belmont, California 94002

The Honorable Arthur A. Hartman  
Ambassador to France  
U. S. Embassy  
Paris, France

ADDRESS OF NOMINEE:

Mr. Frank C. Carlucci  
Deputy Director of Central Intelligence  
Central Intelligence Agency  
Washington, D.C. 20505



United Way  
of America

801 North Fairfax Street  
Alexandria Virginia 22314  
Phone 703 - 836-7100

May 7, 1981

Joseph C. Wilson Award Committee  
935 Sibley Tower Building  
Rochester, New York 14604

Dear Committee Members:

It is my pleasure to nominate Frank C. Carlucci,  
Deputy Secretary of Defense, for the 1981  
Joseph C. Wilson Award.

The attached material is submitted pursuant to  
your instructions.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Don Wortman', written over a light-colored background.

Don I. Wortman  
Deputy Executive Vice President

DIW:sw  
Attachments

BIOGRAPHY OF  
FRANK C. CARLUCCI

Deputy Secretary of Defense Frank C. Carlucci, a Retired Career Minister in the U.S. Foreign Service, was born in Scranton, PA, on October 18, 1930. He graduated from Princeton University in 1952. He served for two years as a Lieutenant (jg), in the Navy aboard the USS ROMBACH (DE-364). Thereafter, he attended the Harvard Graduate School of Business Administration and joined the Jantzen Company in Portland, Oregon in 1955.

In 1956, Carlucci joined the U.S. State Department as a Foreign Service Officer and was assigned from 1957 to 1959 as Vice Consul and Economic Officer in Johannesburg, South Africa. He was subsequently assigned as Secretary and Political Officer in Kinshasa, Congo, for two years.

From 1962 to 1964, he was Officer-in-Charge of Congolese Political Affairs in Washington and from 1964 to 1965 was the Consul General in Zanzibar. From 1965 to 1969 he was Counselor for Political Affairs in Rio de Janeiro, Brazil.

Carlucci was appointed Director of the Office of Economic Opportunity in 1971 after having served two years as Assistant Director of OEO. He was then appointed Associate Director of the Office of Management and Budget and was later appointed Deputy Director.

He served as Under Secretary of the Department of Health, Education and Welfare for two years - 1973 and 1974.

Prior to being named Deputy Director of Central Intelligence in February 1978, Deputy Secretary Carlucci was the United States Ambassador to Portugal for three years.

Among his awards and honors are: Distinguished Intelligence Medal, 1981; National Intelligence Distinguished Service Medal, 1981; State Department Superior Service Award, 1972; State Department Superior Honor Award 1969; Department of Health, Education and Welfare Distinguished Civilian Service Award, 1977; and Defense Department Civilian Service Award, 1977. He holds Honorary Degrees from Wilkes College and Kings College in Pennsylvania, both awarded in 1973.

He is a member of the National Academy of Public Administration and the Council on Foreign Relations.

Mr. Carlucci is married to Marcia McMillian Myers of Madison, Wisconsin. They have three children, Karen, Frank and Kristin.

NOMINATING STATEMENT FOR  
FRANK C. CARLUCCI

Frank Carlucci is a public servant with a distinguished record in both domestic and foreign service. For those who have followed his career closely, it is clear that his preferred field is in the foreign service.

His record of sustained exceptional service begins with the resourcefulness and courage he displayed in the Congo in 1960. He was appointed Second Secretary and Political Officer in the Congo just as that emerging Nation had won its independence from Belgium. It was a time of bloody political upheaval and peril. During the tumultuous period, he was usually the first to learn when an American citizen faced danger and invariably the first to volunteer for their rescue. For this, he once almost paid with his life, holding off an enraged mob while an American couple and their driver escaped. His uncanny rapport with certain Congolese officials enabled him to send back timely and incisive reports on political events there. This won him a Superior Service Award of the Department of State.

The achievement of greatest merit in promoting peace was his work as the U.S. Ambassador to Portugal for the three years - 1975, 1976 and 1977. Sufficient time has elapsed so that we can fairly evaluate the critical role he played in helping Portugal through a peaceful revolution.

In January, 1975 when Carlucci arrived in Lisbon, it appeared that the Portuguese revolution of the previous April would be captured by the Communists and the extreme left. Frank brought to this assignment great personal assets; a knowledge of the language, an appreciation of the distinction between the idealistic rhetoric of the leftist military who joined the revolution and the doctrinaire approach of the Communists, and a quick understanding of both the strength of Portugal's economic and geographic ties with the West and the conservative and religious nature of the Portuguese people.

Despite growing alarm in Washington and strong pressures for forceful intervention against the Communists, Frank took the position that the U.S. must align itself with the political, economic, and social reforms that were fundamental to the revolution. He concurrently insisted that the U.S. must bring to the fore the moderate elements which shared those goals but were neither tainted by association with the old regime nor attracted to Communist objectives. He developed a dialogue with the young leftist officers, maintained his cool through

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several chameleons, the Socialists whom he saw as the vital center between the radical left and the discredited right and, recognizing the risks of too high a U.S. profile, enlisted the support of Western Europe's governments and democratic parties.

In no small part due to Frank's sustained and knowledgeable efforts, Portugal successfully traversed the dangerous ground leading up to the elections for a constituent assembly in April, 1975. The moderate parties in that election succeeded in winning some 60 percent of the vote. This was the single most significant turning point in the chaotic period that followed the Portuguese revolution--and in U.S. policy toward it. At Frank's urging, the U.S. then turned to helping the Socialist government that took over later that year in coping with the critical problems Portugal was facing--such as the influx of refugees from Angola. An emergency loan of \$300 million which Frank urged be granted was an initial and a critical step toward eventual restoration of a measure of economic stability. With the revolution behind it and initial economic stability achieved, Portugal reaffirmed its membership in NATO and, by applying for Common Market membership, its intention to find its place in Western Europe, rather than the Soviet orbit.

As further evidence of his contributions to improved international understanding, his work as Deputy Director for Central Intelligence during 1978, 1979 and 1980 is noteworthy. By 1978 the Congress, a large segment of the American public, and many cooperative foreign intelligence services had lost faith in the Central Intelligence Agency. The reasons for this loss of faith were many and different but the effect was the same--a crisis of confidence. On one hand the Congress was almost unanimously questioning both the legality of CIA activities and the integrity of individual CIA employees. Large sectors of the American public were questioning the place of and the need for a secret intelligence organization in a free and democratic society. Cooperating foreign intelligence services and other independently developed foreign sources were becoming extremely reluctant to continue to provide CIA with information because of our (U.S. Government) inability to protect legitimate secrets. In addition, many CIA employees were beginning to question and doubt values that had previously been accepted and respected by the American people.

Looked at from these perspectives, a major governmental crisis existed--certainly the most serious experienced in U.S. intelligence history. In concert with Stan Turner, Frank Carlucci attacked this crisis with vigor. A series of tight internal controls were established to ensure that all CIA activities were reviewed for legality, and to provide a dissent channel for any CIA employee who questioned the legality of any CIA intelligence

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Today the mood of the public and of the Congress is to strengthen CIA. This dramatic shift in view is attributable, to a significant degree, to the quiet effectiveness of Frank Carlucci.

Frank Carlucci's domestic career covers a wide-range of increasingly responsible assignments. Frank has served in eight senior policy positions (all requiring Presidential appointment) under four Presidents over the last twelve years. No one in government today has a better record of sustained high level service under both Republican and Democratic Administrations.

Illustrative of his domestic service is the assignment he performed with distinction as the President's Special Representative for Disaster Relief in Pennsylvania after Hurricane Agnes. The President appointed him to coordinate Federal flood recovery activities when it became clear that the individual agencies could not deal with the crisis on a piecemeal basis without expert coordination and strong direction.

He took direct command of 24 Federal agencies to expedite nearly \$2 billion in Federal aid to victims of the Nation's worst natural disaster. It is important to note that he established and for months operated out of a field trailer in Wilkes-Barre, Pennsylvania, at a time of increasing bitterness by flood-stricken residents over what they considered to be the general ineffectiveness and lack of coordination of the government effort.

By the time his assignment came to an end, he was praised in newspaper editorials in Pennsylvania and around the nation. Two area colleges awarded him honorary degrees for his achievement. A few statistics indicate the size of the recovery effort he directed and of the achievements realized:

- More than 20,000 families were provided temporary housing,
- More than 23,000 persons received disaster unemployment assistance payments.



--Nearly 14,000 persons were provided temporary government jobs,

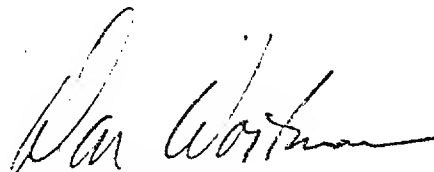
--All hospitals and public and private schools in the affected area were reopened, and

--More than 2,500 government contracts were awarded for recovery work.

Subsequent to his flood relief activities, he co-chaired a task force which developed new disaster legislation to modernize the Federal disaster assistance program.

Frank Carlucci's effectiveness is constructed out of his commitment to peace, his performance as a person of competence and integrity and his cool, careful judgement in matters of great importance or explosiveness. Few are held in such trust as is Carlucci when negotiating with foreign nations. The same skill that served our nation well in working with Hurricane Agnes victims as well as the American Indians occupying the Bureau of Indian Affairs building, was used for matters of far greater gravity in his work as Deputy Director of Central Intelligence.

His record is unique. I have worked closely as a senior officer in the federal government for dozens of political and career leaders. None have the steady hand, the total grasp, or the judgement of Frank Carlucci. He is a "Statesman" qualified to serve our country and the family of nations in the pursuit of peace. I'm confident his career as a diplomat and manager will yield even greater dividends to our nation and mankind as Frank Carlucci continues to build bridges of understanding and mutual respect both at home and abroad.



DON WORTMAN\*

Deputy Executive Vice President  
United Way of America  
Alexandria, Virginia

\*Since 1969, I have worked for Frank Carlucci at the Office of Economic Opportunity, the Department of Health, Education and Welfare and the Central Intelligence Agency.

The Joseph C. Wilson Award - 1981

REFERENCES  
FOR

FRANK CARLUCCI

The Honorable Donald H. Rumsfeld  
President and Chief Executive Officer  
G D. Searle and Company  
P. O. Box 1745  
Skokie, Illinois 60076

Mr. Philip C. Habib  
Former Under Secretary of State for  
Political Affairs  
1606 Cortland Road  
Belmont, California 94002

The Honorable Arthur A. Hartman  
Ambassador to France  
United States Embassy  
Paris, France

STATINTL

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